Leadership's Role in Safety

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The Cost

FY03

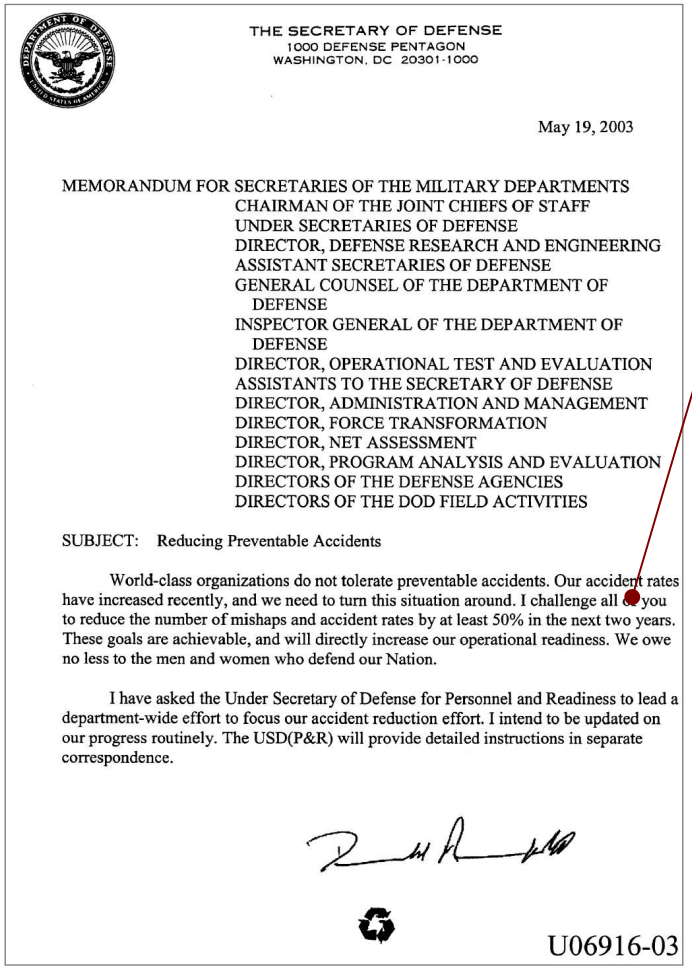
232 Sailors and Marines Died!

FY02-04 FATALITIES

- ***668 Marines and Sailors dead due to all types of mishaps in the last 3 FY***
- ***238 Sailors and Marines have died in FY02 alone!*** *($706 Million!)*
- **198 Sailors and Marines have died in FY04 alone!** *($1.08 Billion!)*

NSC FY04 Data: 13 Apr 04

Secretary Rumsfeld's Challenge



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

May 19, 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Reducing Preventable Accidents

World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years. These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our Nation.

I have asked the Under Secretary of Defense for Personnel and Readiness to lead a department-wide effort to focus our accident reduction effort. I intend to be updated on our progress routinely. The USD(P&R) will provide detailed instructions in separate correspondence.

U06916-03

Memorandum from Secretary of Defense, 19 May 2003

"World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. ***I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years.***"

The Cost

- The preventable loss of life is tragic on a personal level.
- Loss of combat capability,
- Direct loss of war fighting assets, and
- **Reduction in our ability to accomplish the mission**.
- **How do we affect a change that will be measurable in a real reduction in mishap rates?**

The Problem

- **We’re not Serious about Safety!**

The Plan

- Four pronged attack that involves **intrusive** leadership at all levels:
  - Organization
  - Education
  - Training
  - Accountability

Organization

- Need to **restructure** in order for the Marine Corps to realize our goal of 50% reduction in mishap rates.
  - Each Battalion level command should be staffed with a full time safety pro, accountable to the CO, should be a principle staff member.
  - Will require a change in T/O
  - Recommend a cadre of Warrant Officers serving as safety specialists.

Education

- We must put priority on educating our Marines and informing them of all available resources.
  - Warrior Transition Brief and Safety Stand Downs should point Marines towards programs in place to assist them.
- In addition we need to reemphasize small Unit Leadership; safety is part of “Taking care of our Own!”
  - Know your Marines, know what they are doing.
  - This problem is best addressed at the NCO level.

Training

- Are we giving our Marines the tools they need to succeed?
- Need to inculcate in Marines from their inception into the Corps that safety is an inherent part of our culture.

Training

- Are our leaders throughout the chain receiving sufficient safety training?
  - ORM Training
  - PTSD Training
  - Alcohol Awareness
  - Warrior Transition Briefs
  - Safety Stand Downs
  - Traffic Safety Briefs
- Ultimately, all this is of little use without dedicated, intrusive, strong Leadership at every Level!

Training

- Are we tailoring our training to account for non-combat related [illegible] theater?

OIF II 1MD FILE# 023

Post Traumatic Stress Disorder (PTSD)

- **<u>We will experience more and more of this as we continue to support OIF/OEF</u>**
- Leaders Must understand the Dangers
  - Muddled Thinking and Deadly Decisions can Result
- Leaders must recognize the Symptoms of Stress
  - Difficulty Concentrating and Irritability.
  - Financial Worries, Anxiety and Time Management Problems.
  - Impatience With Family or Friends, Dissatisfaction with Social Life and Family Stress.
  - Difficulty Sleeping, and Increased Eating, Smoking, and Drinking.

Post Traumatic Stress Disorder (PTSD)

- We need to ensure leaders at all levels are educated in the recognition of PTSD symptoms
- BST addresses symptoms of alcohol/ drug abuse under GMS
- Need to incorporate symptoms of Battlefield stress/ PTSD

Education/Resources

- MCCS
- Family Counseling Centers
- Chaplains and RP's
- Medical Officers and Corpsmen
- Family Readiness Officers
- EEO Reps
- CREDO
- Key Volunteers
- Mentors in Violence Workshops
- Suicide Awareness Workshops
- Domestic Violence Workshops
- Critical Incident Stress Debrief
- Warrior Transition
- PTSD counseling

Operational Risk Management

- ORM training is an on going process
  - Ties back into leadership
  - Supervision is the most important step in the ORM process
- ORM is one more tool in the Leader’s bag

Accountability

- Accountability of Organizational Commanders is the Key
  - What Commands have the biggest problem?
    - What is the command safety climate like?
    - Is safety a priority?
    - Are Safety Officers/programs in place?
    - Is the unit experiencing more than their fair share of mishaps?
      - During working hours
      - After working hours

Accountability

- Ultimately CG's have to make the tough call:
  - This is what sends the message that safety is a priority
  - If a unit has a preventable mishap, the Commander must be held accountable
- MARFORPAC
  - Currently tracks mishaps and suicides for all commands within the MARFOR
  - Allows for the the identification and tracking of trends

The End